

U.S. Civil Service Commission Personnel Standards

Excerpts from Management Analysis Series --- GS-343

The Management Analyst must be fully informed on the major theories and principles regarding the management process in order to assist management to achieve effective improvement and control of its management. The principle criterion to be met by this series is the use of a high order of analytical ability combined with a comprehensive knowledge of the broad theories and principles, and of the techniques used to gather, analyze, and evaluate essential information concerning the management process.

A management analysis staff ordinarily works closely with other staff units in developing plans for broad managerial improvement.

Management analysis service takes many forms depending on the need of the manager, his use of the analyst, the management problems to be solved at any particular time, and the nature of the work for which the manager is responsible.

Management Analysts - GS-5 thru 15

Management Analysis Officer - GS-9 thru 15

Basic Kinds of Management Analysis Work. (*--Records Work)

- A. Management Counseling and Advisory Service.
(Promote better use of management practices)
- B. Management Improvement.
(Assist responsible officials develop management improvement Programs)

C. Organization.

(Analyze organization, mission, or functions to achieve efficiency and economy)

D. Methods and Procedures.

(Survey and Analyze procedures developed by operating officials to determine adequacy or overlap)

E. Management Survey.

(Study organizations, gather facts, meet officials, ascertain work flow, analyze, resolve differences, plan, implement, and follow up.)

F. Management Research.

(Conduct research, evaluate new ideas, techniques, systems, and relationships of value to operations)

G. Work Measurement.

(Stimulate interest in and use Work Measurement systems)

* H. Documentation Procedures and Control.

(Assist operating officials to correct excesses in documentation.) "Review and analyze records management survey reports and records inventories to determine whether the legal responsibilities and essential transactions of an agency are adequately reflected in the records which are being prepared and filed."

* I. Forms Development and Control.

("Establish and promulgate specific forms management objectives for varying organizational levels; establish standards to be met by forms management personnel; evaluate the effectiveness of the activity; assist in overcoming problems; stimulate attention to forms management activity; and orient and train newly assigned forms management personnel.")

* J. Reports Management.

(Establish and promulgate specific reports management objectives, standards, and requirements.)

K. Directives Management.

(Analyze directives requirements, format, and controls)

* L. Files Analysis and Design.

(Recommend new or improved records and files systems including consideration of problems, machines, equipment, supplies, space, personnel, reference, mail, procedures, and segregation of inactive files.)

- * M. Communications Analysis and Design.
(Provide advice regarding preparation, sending, receiving, and controlling all types of communications)
- * N. Records Scheduling and Disposition.
(Plan to control the systematic retention, transfer, retirement, or disposal of Agency records. Study laws, Agency patterns, and objectives "to make recommendations as to which types of records are to be preserved as permanent documentation of the agency's mission and to recommend logical and economical retention plans for those types of records of only temporary value.")
- O. Engineered Time Standards.
(Analyze work and components and develop work units and time standards)
- P. Manpower Utilization and Control.
(Collect and analyze data on necessity for work performed and future work loads)

"Management analysts are found in any of several work situations; for example: (1) as staff advisors who analyze, evaluate, and promote improvements in the full range of managerial functions; and (2) as specialists who establish, develop and implement specific management improvement and control programs such as those for work measurement or records management. Regardless of the work situation or programs covered they are management analysts when the work requires primarily a comprehensive knowledge of the theories and principles applicable to the general management process rather than a specialized knowledge applicable to specific areas of assignment."